

Company Registration Number: 5858766
Charity Registration Number: 1117126

FEDERATION OF JEWISH SERVICES
(A COMPANY LIMITED BY GUARANTEE)

GROUP REPORT & FINANCIAL STATEMENTS
31 MARCH 2022

**Trustee's Report and Financial Statements
Reference and Administrative Information**

Directors and Trustees:

J V Besbrode
R Davies
D H Eventhall
D R Hamburger
H D Joseph
M E Sciana (also Company Secretary)
B M Yaffe
R Vallance

Senior Management Team:

Chief Executive: Mark Cunningham

Departmental Directors:

Director of Finance: Dominic Irving
Director of Operations: Sheila Heywood-Holt
Director of Fundraising/ Marketing: Raphi Bloom
Director of Community Services: Bernie Garner
Director of Clinical Services: Karen Johnson

Company Number: 5858766

Charity Number: 1117126

Principal Office:

Heathlands Village
Heathlands Drive
Prestwich
Manchester M25 9SB

Auditors:

Royce Peelling Green Limited
The Copper Room
Deva City Office Park
Trinity Way
Manchester M3 7BG

Bankers:

National Westminster Bank plc
Manchester City Centre Branch
19 Market Street
Manchester M1 1WR

Virgin Money

Jubilee House
Gosforth
Newcastle Upon Tyne NE3 4PL

Investment Managers/Brokers:

Close Brothers Asset Management
5th Floor, 80 Mosley Street
St Peter's Square, Manchester, M2 3FX

CEO AND CHAIRMAN'S REPORT

We had envisaged starting 2021 with significant optimism that Covid-19 had run its course and we could begin to recover from the impact of the pandemic.

2021 was meant to be the year that we returned to normal and got everything back on track but instead we had to continue the battle against the virus and the constant challenges it brought. It has certainly been a difficult time.

Unfortunately, the infection rate rose significantly in January through to early March 2021. We were very grateful that the vaccination programme seemingly had an impact, and we did not experience the same devastating loss of so many much-loved residents as we did in April 2020.

Our year began with a poignant moment of reflection and remembrance of those residents, family and friends who lost their life to Covid-19 in 2020. It was important to recognise how resilient and heroic our workforce had been and reflect on those moments of unexpected kindness and sacrifice that defined one of the most difficult periods in our history.

The easing of restrictions in May and June 2021 did enable many of our services to revert to their more normal pattern of service delivery but this was tempered by the appearance of a new variant of Covid-19 causing further disruption. The high infection rates meant operationally we endured significant pressure due to the impact on our workforce and this was compounded by the end of the furlough scheme and other funding opportunities that supported care homes.

The infection peaks and troughs continued through 2021 until March 2022, when the last rise in infections saw over 120 employees test positive for Covid-19 in the space of two months.

Our commitment to the testing regime and the dedication of our workforce, with over 98% completing the mandatory vaccination programme in line with the Government's deadline, helped mitigate the impact.

Despite Covid-19, we have achieved a great deal and there has been a lot to celebrate.

In May 2021, we took our bi-annual fundraising dinner event out of a venue for 500+ people, into everyone's living room. We commissioned a poem by the Manchester poet Tony Walsh which was set to film and broadcast on Freeview TV. The film traced the 150-year history of the Fed, closely interwoven with the history of our great northern city of Manchester and highlighted the key services the Fed delivers. As a fundraising event, the film was innovative, ground-breaking, and extremely successful in raising much needed funds.

The refurbishment of our residential first floor care facility to create Cedarwood House was completed in just over two months. This created new lounges for our residents and made the household much brighter and better able to support the needs of people living with dementia.

We were honoured by the announcement that the Queen's Award for Voluntary Service (QAVS) had been awarded to our 'My Voice' project. The project supports survivors and refugees from the Holocaust to recount their life stories which are then published into hardback books. These books create a legacy for the survivor, their families, and future generations. An amazing project and a fantastic honour.

We have continued our delivery of Discharge to Assess (D2A) services in partnership with Bury Council and the NHS. The joint delivery of this service has helped support the organisation with its running costs, whilst at the same time contributing to the needs of the wider community in Bury.

Again, we have done an exceptional job of weathering the storm and are now facing a renewed period of change and recovery. This time, it does feel as if our optimism for the year ahead is well founded. A reduction in the Covid-19 infection rate and a relaxation on restrictions will allow us to increase focus on our primary purpose to provide outstanding advice, support and care to the vulnerable people we help.

It is difficult to anticipate all the changes that we will face in 2022/23. We do not yet fully understand the demand for residential and nursing care or for D2A services and with several changes in legislation set to impact on social care, the sector is likely to go through a turbulent and unpredictable time. We do know that the demand for specialist nursing care is increasing but the biggest growth in demand is likely to be for community services.

Our community services have continued to build upon the outstanding work undertaken last year, helping more and more people across Greater Manchester. With increased pressure on homecare provision and dwindling Council budgets, our

FEDERATION OF JEWISH SERVICES

community services are increasingly becoming frontline responders, rather than the safety net they have traditionally been. Whilst we currently support one in seven Jewish homes through our CAST services and dedicated volunteers, we know this demand will increase.

April 2022 saw our organisation adopt the Living Wage Foundation's real living wage. We have long advocated the fact that the people working in social care are highly skilled, dedicated and deserve to be paid a real living wage. We are immensely proud that The Fed has chosen to adopt the real living wage as a minimum rate of pay and that, at the time of application, we will be one of only twenty employers in Bury offering this wage structure.

Our decision is firmly based upon the belief that our workforce is our greatest asset and reflects our respect for the commitment, dedication and hard work that typifies someone who is part of this incredible organisation.

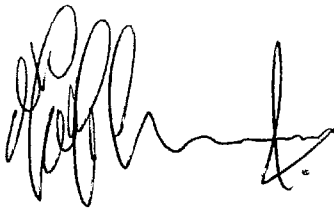
Supporting our front-line staff are our donors, trustees and a community that recognises the difference The Fed makes to the lives of vulnerable people both young and old.

The key to our continued success is working together as a team and working in partnership with other organisations, we must continue to strive for excellence, quality and putting the people we care for first.

Mark Cunningham
Chief Executive

Bernie Yaffe
Chairman

19th October 2022



Bernie Yaffe

Financial Review

I am pleased to report on The Fed's financial accounts for the year ended 31st March 2022.

In a 12-month period that has again been dominated by Covid-19 and its aftereffects the financial results show a better performance than might have been expected in the circumstances.

The demand for residential care has continued to be at a low level but fortunately occupancy levels for nursing care have increased including the D2A service provided to local authorities.

In addition, we have been able to secure a significant number of Covid-19 related grants which has helped to alleviate some of the material increase in costs incurred during the year.

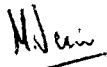
In particular our wage costs have increased for the following reasons:

- Increased rates of pay
- High level of sickness
- An inability to fill all available posts which led to a very large rise in agency costs.

These issues are typical of those suffered in the care home sector and the NHS. Therefore, our recruitment of overseas nurses and our commitment to paying the Real Living Wage are going to be crucial to managing our staffing budget going forward.

Fortunately, we have also had a good year for our voluntary income due to the generosity of our donors who responded positively to some new marketing and fundraising initiatives.

In conclusion, The Fed ended up with a financial surplus for the year of £467,000 which will be added to our reserves and will help increase our financial resilience for the challenges ahead.



Michael Sciama
Treasurer

19th October 2022

Report of the Trustees for the Year ended 31 March 2022

Our Values, Vision & Purpose

The objects of the Charity are to provide advice, care, treatment, and support to Jewish people of all ages living in Greater Manchester.

People may need such assistance by reason of poverty, hardship, distress, infirmity, or old age. Support is provided via a range of services including children and families' services, residential and nursing care, supported living, advice and information, social work services, mental health services, volunteer support and carers services.

Our values underpin all our work, our plans, and the implementation of our services

Our values

- **Caring:** showing kindness, understanding and compassion
- **Respect:** focusing on each person's needs, dignity, and choice
- **Excellence:** delivering outstanding advice, support, and care
- **Working Together:** achieving more through partnership and teamwork

Our vision

A community where people can live life to the full, feeling safe, valued, and cared for.

Our purpose

To provide outstanding advice, support, and care services to people of all ages living in the Jewish and local community.

Structure, Governance and Management

The Federation of Jewish Services (The Fed) is a company limited by guarantee governed by its Memorandum and Articles of Association dated 1st December 2009. It is registered as a charity with the Charity Commission.

The current Directors of The Fed are the Board of Trustees, both titles are used on occasions but refer to the same individuals. The Board comprises of eight Trustees.

As part of a governance review it has been proposed that the current constitution, Memorandum, and Articles of Association are reviewed to ensure the documents remain compliant with Charity and Company Law and reflect best practice.

Several changes are envisaged that may include the streamlining of administrative processes and providing the Trustees with greater flexibility.

It is suggested that the scope of the existing objects broaden and extend the area of benefit to the whole of the UK, although with a particular focus on Greater Manchester and expand the range of assistance that we provide to our beneficiaries.

The Board of Trustees meets regularly (minimum of six times per year) to discuss policy, strategy and review operational performance. The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Charity and has delegated authority for operational matters including finance and human resources. Additional oversight and support is provided to the Board of Trustees via sub-committees.

The Senior Leadership Team comprises of:

- Chief Executive: Mark Cunningham
- Director of Finance: Dominic Irving
- Director of Community Services: Bernie Garner
- Director of Operations: Sheila Heywood-Holt

- Director of Clinical Services: Karen Johnson
- Director of Fundraising & Marketing: Raphi Bloom

On the 31st of March 2022, the Board of Trustees was supported by eight sub-committees. Some of these are recent creations and have been set up in response to a review of governance and management structures.

Current sub-committees include:

- Internal Audit & Risk committee
- Quality Assurance committee
- Finance committee
- Health & safety committee
- Workforce & HR committee
- Remuneration committee
- Community services committee
- Fundraising committee
- Facilities and Procurement committee

Each sub-committee has at least one Trustee as a member. Frequency of meetings is set by the chair of each committee. A new induction and Information pack has been produced for committee members.

Appointment of Trustees

It should be noted that the articles are currently under review and several changes are proposed but no changes have yet been formally adopted or ratified. Until any proposed changes are endorsed there is no change to the appointment process of Trustees.

There shall be at least six and no more than twelve Trustees. The first Trustees shall be appointed under the Articles. Future Trustees shall be appointed as provided in the Articles. The first Trustees shall be those subscribers whose signatures, names and addresses appear on the first Memorandum and Articles of Association of the Company.

The Board of Trustees may at any time co-opt any person to be a Trustee to fill a vacancy in their number or as an additional Trustee (provided that the maximum number of Trustees is not exceeded) but a co-opted Trustee shall hold office only until the next annual general meeting but he/ she shall be eligible for re-election.

One third of the Trustees shall retire at each annual general meeting of the Charity or, if their number is not divisible by three the number nearest to one third. The Trustees to retire shall be those longest in office since their last appointment but as between those who were appointed on the same day those to retire shall be selected by agreement between them or in the absence of agreement them by lot.

A Trustee who retires at an annual general meeting may be reappointed. No person other than a Trustee who retires by rotation may be appointed to be a Trustee unless he or she is proposed and seconded for appointment in writing by two Trustees of the Charity and has signed a declaration that he or she is eligible and willing to serve as a Trustee.

New Trustees receive induction training into their role to familiarise themselves with both the Charity and the responsibilities that go with Trusteeship. This is supplemented throughout their time on the board with more specialised training in areas as the need arises and at policy meetings which bring together Trustees and senior staff to review the Charity's goals and strategic plans. On a periodic basis Charity Commission guidance is also shared with the Trustees.

Related Parties and cooperation with other organisations

None of the Trustees receive remuneration or other benefit including reimbursement of expenses from their work with the Charity. Any connection between a Trustee or senior manager of the Charity with a service user must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party. In the current year the Charity received related party donations of £184,784 (2021: £129,508).

Investment Policy

The Trustees adopt a prudent and responsible approach to investments and look to invest in a broad portfolio of low to medium risk investments that will provide a reasonable annual yield. The Trustees manage the investment portfolio through Close Brothers who have been given a discretionary investment management mandate.

Reserves Policy

The Trustees' aim is to maintain unrestricted liquid reserves at a level to cover any future annual operating deficit. The reserves are needed to meet the working capital requirements of the Charity. The Trustees are confident that at this level they will be able to continue the current activities of the Charity.

The level of reserves held at year end comprising of cash and investments totalled £2,665,585, of which, £186,039 were restricted for the purposes of future capital projects and other charitable activities (net unrestricted liquid reserves £2,178,351).

The forecast operating deficit (excluding voluntary income) for the current year is £2,061,367 which represents a deficit of £538,567.

This policy will be actively reviewed on a regular basis to take account of changes to the future plans of the organisation and perceived risks.

How our services delivered public benefit

In FY 2021 our community teams supported approximately 1,589 households via one or more of our services. This is an increase of 14% from FY 2020 and a 22% increase from FY 2019 and represents supporting an estimated one in seven Jewish households in Greater Manchester.

Our community services:

- Delivered 28,200 hours of volunteer support
- Supported 135 carers
- Helped claim £142,000 of benefits and grants
- Managed 5,600 helpline enquiries
- Supported 1,013 individuals with mental health issues
- Supported 36 Holocaust survivors
- Supported 17 survivors of domestic abuse
- Provided financial support and wellbeing packs to people living in isolation or poverty

Most of our community services are completely free of charge to the recipient with access to the service being based on need rather than the ability to pay. In certain circumstances clients are asked to contribute toward costs or activities. Clients are not refused a service if they cannot pay.

Our Village services:

- Provided care to an average of 134 people a week
- Subsidised the care costs of an average of 20 people per week
- Provided expert end of life care
- Provided a D2A service for both the Jewish and wider community
- Supported over 100 people living with dementia
- Provided a base for the local team of District Nurses and Social workers
- Provided a base and facilities for another Jewish charity (Chai Cancer Care)
- Provided support and accommodation to an average of 25 people in Moorview, our independent living scheme
- Provided free mortuary services to the Jewish community

The provision of residential and nursing care has a complex funding arrangement facilitated by both the Local Authority and NHS. Where people have been assessed as having the financial means to pay their own care costs, they pay the full cost of

their care. Where an individual has less than the capital threshold for statutory funding and there is no family, or the family lack the means to contribute toward the costs, the Charity meets the funding gap between the cost of care and the statutory contract rate.

The Trustees have considered the requirements of the Charities Act 2011 and have satisfied themselves that they have complied with their duty to have regard to the Public Benefit guidance published by the Charity Commission. Through the range of services outlined in this report and the outcomes and social value delivered, the Charity can fully demonstrate it is providing public benefit.

Our Workforce

Employment Policy

The Fed is committed to establishing equality of opportunity for all staff and volunteers. We have a diverse workforce and believe in promoting diversity and inclusion in all forms. We have policies in place to ensure we give equal access to new candidates and existing staff in relation to any opportunities that may exist. We are a Disability Confident registered employer.

We aim to be an employer of choice and have around 350 paid staff. We engage with our workforce on a regular basis, value their opinions, and receive feedback through a variety of events and surveys. We have a work-based app to share information and distribute regular newsletters.

We recognise the importance of attracting and retaining talented staff to ensure our continued success. We endeavour to offer wages that will enable us to attract, retain and motivate people with the right knowledge, experience, skills, and qualifications. At the same time, we must ensure the viability and long-term sustainability of the organisation and pay wages that are commensurate with care providers in the voluntary sector.

Alongside pay we offer several other key benefits including:

- Health care scheme
- Life assurance
- Free uniform
- Wellbeing support
- Blue Light card discount scheme
- Onsite café discount
- Higher than average holiday entitlement
- Festive bonus
- Long service awards

Real Living Wage

In April 2022, The Fed has become a Real Living Wage employer. This will require our commitment to the Foundation Living Wage. The Real Living Wage rates are higher because they are based on the costs of living, not just the government minimum.

This has been a values led proposal based on the belief that as a charity we should recognise the skills, commitment, and dedication of those who help to deliver a difference to the lives of our beneficiaries.

Gender Pay Gap Report 2022

Under new legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap in order to show how large the pay gap is between their male and female employees.

The information below shows our median and mean gender pay gap and bonus pay gap based on hourly rates of pay as at the snapshot date of 5 April 2022, and bonuses paid in the year to 5 April 2022.

The Fed are proud to demonstrate its equality, fairness and openness in relation to gender pay.

We are confident that as we continue to monitor and reflect the gender pay gap it will continue to remain at a sustainable level.

The Fed's workforce is made up of significantly more female than male staff, at the reporting date we employed 95 men and 252 women.

The Fed believes in being an inclusive and diverse organisation where everyone has the opportunity to reach their full potential.

Our gender pay gap is as follows:

Our mean gender pay gap is -4%

(mean is the average of the hourly rates – the negative figure means that the mean hourly rate for women is greater than that for men)

Our median gender pay gap is -1.4%

(median is the middle value of the range of hour rates – see above for explanation of the negative figure)

Our gender pay gap is significantly lower than the average of 14.9%. The negative number indicates that women on average earn more than men.

Modern Slavery and Human Trafficking

The Fed is committed to acting ethically and with integrity both internally and in our business relationships, and we expect the same high standards from the organisations we work with.

Our ethical values and procurement principles are communicated to our suppliers, and we seek partnerships with organisations that share our values. We will never knowingly support or do business with organisations in any way connected with slavery, human trafficking, or child labour.

Remuneration for Senior staff

The Trustees designate the senior leadership team to run and operate the Charity on a day-to-day basis.

The pay of senior staff is referred to the Remuneration Committee and reviewed on an annual basis.

Key management salaries are reviewed by the Chairman, Chief Executive and Treasurer who make up the Remuneration Committee.

Principal Risks & Uncertainties

A review of our risk management strategy identified that we needed to make our structure and risk register arrangements more robust. This has resulted in training for the senior management and leadership team and the creation of an internal audit and risk committee.

The committee has been established at the beginning of 2022.

Individual risk registers have been created for key areas of the organisation reflecting both operational and strategic risks. These are managed and updated on a day-to-day basis by risk owners identified across the services.

The Trustees have a risk management strategy which comprises of:

- A review of the principal risks and uncertainties that the Charity and its subsidiary face
- The establishment of policies, systems, controls, and procedures to mitigate those risks identified in the review, ensuring the risk falls within the Charity's risk appetite.
- The implementation of procedures designed to minimise or manage any potential impact on the Charity should those risks materialise.

The Charity has identified the following principal risks that it believes it is exposed to:

- Continued economic uncertainty and operational disruption brought about by Covid-19
- UK economic factors causing rising inflation, higher wage demands and increased costs for utilities and supplies
- Influence of wider global issues affecting supplier costs and workforce
- Increased pressure on voluntary income due to rising operational deficit and donor fatigue/demands
- Political changes and changes in legislation affecting the funding and delivery of residential and social welfare services
- Major fire, terrorist, or serious untoward incident
- Reputational damage due to serious incident or safeguarding issue

- Loss of high value contracts in relation to D2A services or block contracts
- Reduced availability of skilled workforce due to increased care sector demand and competition with other employment sectors
- Regulatory compliance failure (CQC, HSE, HMRC, ICO)
- Reduced income from residential and nursing care occupancy
- Cyber-attack or data loss/breach
- Further pandemic or major infection/virus
- Misappropriation of Charity funds through fraudulent acts

Our Services - What we do

Community Advice and Support Team

At the heart of this team is our helpline which provides a contact point for the community and potential service users. The team manages enquiries and referrals for help and support from both the community and statutory services.

Alongside the referral and advice service we offer extensive social work support to individuals, families and both adults and children. The support may involve formal assessment and care planning and joint work with statutory services. Support is provided by both registered social workers and support workers.

Demand for our social work services has increased dramatically since 2020.

Adult Groups and Activities

Whilst Covid-19 had a profound impact on our ability to offer services in this service area we have been able to build back slowly and have continued to provide a range of services including:

- Mental health drop-in services
- Community café
- Carers wellbeing sessions
- Carers peer support groups
- Male carers group
- Walk and talk sessions
- Bagel brunch group

Children's Groups and Activities

As with our adult community groups, activity was severely curtailed by Covid-19 restrictions. Service delivery was re-established as the year progressed and the programme is now back up and running and includes:

- Mum's & Tots group
- Project Smile Play & Learn sessions
- Holiday play schemes
- Sunday play pods
- Outreach play & fun packs

Volunteer Services

Our volunteer teams play a huge role in supporting our vision and purpose. The service is well established with a robust and experienced team of volunteer coordinators supported by a manager. Throughout the pandemic the volunteer team has adapted and changed its method of engagement and support to reflect the changing restrictions and demands.

The project was awarded the Queen's Award for Voluntary Service in 2016.

Fundamentally the project supports vulnerable, isolated, and lonely members of the community. New initiatives include a young volunteer "Next Generation" scheme and an information service designed to share updates on health-related issues. All our volunteers are DBS checked and undergo induction and training particularly in relation to confidentiality, safeguarding and health and safety. The service has approximately 560 registered volunteers and delivers 28,200 hours of support per annum.

My Voice Project

The Fed's My Voice Project supports Holocaust survivors and refugees in recording their life stories and to transcribe and edit these into individual books. The project has 50 specially trained volunteers who provide practical help and support with the process. The books provide a legacy for both the storyteller, their family and the wider community.

In 2021 the project was awarded the Queen's Award for Voluntary Service.

Moorview Independent Supported Living Scheme

Moorview House is part of our Village services and provides 31 apartments and studio apartments for people who want to live independently on the Village site.

The scheme has a range of apartments, one bed apartments and studios available for rent. Support and scheme management is provided as part of the rent and additional care services can be purchased in line with people's individual needs. The scheme saw a significant reduction in occupancy during 2021/22 as people's needs increased and a number moved into residential or nursing care. The pandemic has impacted on the admission process and occupancy has been slow to recover.

Residential & Nursing Care

The Fed provides a range of residential and nursing care beds across several different households. This care includes:

- Residential care
- Residential dementia care
- Respite care
- Nursing and end of life care
- Nursing dementia care

Heathlands is registered with the Care Quality Commission (CQC) and is rated overall as Good.

In total we have 167 available beds. Occupancy has been affected by the pandemic and admissions continue to be disrupted. Progress is being made and there are positive signs that occupancy levels are set to improve.

The funding and provision of residential and nursing care remains a complex area which is subject to a wide range of market forces. We have focused on maintaining the quality of care and staffing levels, investing in the activities and environment in which we care for people and focusing on safety and wellbeing.

D2A Service

This has been a partnership with Bury Local Authority and Bury CCG to deliver a care service that supports people to be discharged from hospital once medically optimised. Based in Eventhall House on our Village site, the service admits patients from a variety of local hospitals to a dedicated care household providing up to 29 beds.

Following admission people are assessed by Bury social workers and therapy staff to ascertain their future needs and facilitate a discharge back home wherever practical and safe. The average length of stay is six weeks which helps reduce the pressure on hospital beds which has been exacerbated by the pandemic.

The partnership looks set to continue in 2022/23 although the criterion for admission is under review. The scheme has been highly successful in supporting the wider community and delivering a healthy income stream for the Charity.

Achievements & Performance

Despite the challenges we have encountered, we have been able to stick to our core plan and strategy for the year

The following represents a list of key achievements and performance outcomes for 2021/22

- Reduced Covid-19 mortality rate
- Completed refurbishment of Cedarwood House
- Supported multiple safe moves for residents across site
- Planned implementation of the Real Living Wage
- Support of Workforce through new wellbeing strategy
- Completion of Vaccination programme
- Maintained our swabbing regime and infection control measures
- Maintained occupancy level in line with target
- D2A income of £1.9m
- Maximised income from furlough, grants, and infection control funding
- Restructured customer service team
- Essential boiler refurbishment completed
- Progress made with Wi-Fi infrastructure
- Funding for Next Generation volunteering project
- TV appeal and poem – Not Alone & the FWord
- Queen's Award for Voluntary Service for My Voice Project
- Humans of the Fed podcasts
- Management of demand for social work services
- New Clinical Manager recruitment
- External quality inspection
- Increased service delivery and engagement in South Manchester
- Maintained standards of care, health & safety, and compliance

Our overall conclusion has been that 2021/22 was in many ways a much harder and challenging year than 2020/21. Although we did not experience the same number of Covid-19 related deaths, it has taken a great deal of stamina and resilience to see this year to its conclusion. Operationally the challenge to maintain, motivate and support our workforce has been huge.

What has made a difference is the fact that we stuck to our values and where possible ensured we kept to our plans. As a result, we were able to accomplish some key milestones and a great deal of success.

Our Long-term Strategy

Our purpose to provide outstanding advice, support, and care services to people living in the Jewish and local community remains unchanged. The uncertainty created by the pandemic and the political changes affecting social care remain a key factor in determining our priorities for the year ahead.

We believe that our services must remain agile and adapt and change in line with the needs of our community and beneficiaries, considering the significant and growing financial pressures.

To be the social care provider of choice

- Focusing on delivering responsive, safe, high-quality care
- Providing outstanding caring and compassionate services

Ensuring our Services are sustainable, effective, essential, and financially strong

- Using our resources effectively and managing costs
- To innovate and be proactive in our fundraising activities, maintaining the strong relationship we have with our donors

Ensuring people know who we are and how we can help

- Improving awareness and understanding of what we do
- Improving how we communicate with the people we support, our employees, our volunteers, and donors

Working with the local community to develop services for the future.

- Developing existing and new services to meet the changing demands of social care
- Working in partnership with other organisations and communities

What underpins our Strategy

Caring

- Treating people with compassion, kindness, dignity, and respect
- Improving the quality of our services and customer care

Safe

- Ensuring all our service users, employees, visitors, and volunteers are protected from abuse and avoidable harm
- Enhancing our systems of safe work and ensuring we are safe and compliant

Responsive

- Organising services so that they meet the existing and changing needs of the people we support and care for
- Ensuring our services put the individual first and at the centre of what we do

Effective

- Ensuring that people's care and support makes a positive difference to their lives and promotes choice
- Reviewing the services we provide to ensure that we make best use of our resources and achieve the best outcomes for service users and our workforce

Well-led

- Ensuring that the leadership, management, and governance of the organisation is robust and promotes the delivery of high-quality care and supports learning and innovation
- Ensuring that we have the best possible workforce with the right values, skills, and knowledge
- Ensuring that our finance and fundraising strategies are clear and support our sustainability and ambitions

Our Year Ahead

As already highlighted, 2022/23 is poised to be an unpredictable year. On one hand we are part of the ongoing journey out of Covid-19 and the restrictions it has brought. The move to having no restrictions will undoubtedly have consequences for us all, potentially with further waves of infections and the corresponding requirements that remain in place for care providers.

The world of social care is facing some crucial pieces of legislation and changes in policy that could significantly define how we maintain and develop our services.

The new Health and Care Bill is the first major legislative reform of the NHS in England in a decade, and contains measures on the NHS, social care, and public health. The Government has included its plans to change the cap on the amount people pay for their long-term care costs and is to embark on a fair cost of care exercise that could determine fees and potential income for future years.

In September 2021, the Prime Minister confirmed the Government will be providing funding to support Local Authorities move towards paying providers a fair rate of care. This statement provides further detail on the funding available, including the expectations for fair cost of care and market sustainability, conditions of funding and distribution for 2022 to 2023. This is to enable local authorities to begin preparing local markets for reform.

Demand for community-based services has significantly increased and responding to these challenges is a key priority for the year ahead.

Residential & Nursing Care & Village based services

The pandemic has accelerated the suggested outcomes in the Carterwood report on Jewish Care Homes (October 2017). The report highlighted the oversupply of beds in relation to demand in London, but particularly in Manchester, Birmingham, and Leeds and this oversupply has been brought into stark reality.

Over the last 5 years we have seen a reduction of Council funded placements. Length of stay has reduced with people coming in at an older age, with higher needs and more complex health problems.

Specialist care is becoming the new mainstream.

Life expectancy has been increasing and we will see the population of people over the age of 90 triple in the next 20 years.

Demand for residential and nursing care has changed, the pandemic has created a lack of confidence and a reticence when it comes to admissions. Where previously people may have chosen to come into residential care on a private basis this has been inhibited by the pandemic and rising costs and admissions are being driven by need rather than choice. It does seem likely that short term and respite care will recover more quickly than permanent care but there are strong signs that market recovery in care homes will be evident by summer/autumn 2022.

There is greater demand for nursing-based services or more complex care:

- Elderly mentally ill (EMI) nursing
- Short term recovery & rehab
- Complex mental health and behaviours
- Elderly learning disability care and complex care

The provision of D2A services is unpredictable due to changes in funding arrangements within Greater Manchester.

The Charity has been successful in its tender to be an approved provider of complex care for Greater Manchester. Although this does not guarantee any additional income at present, it allows the Charity to negotiate with funding bodies to place services users with the organisation and therefore provide a new, surplus producing source of revenue.

Moorview has enjoyed almost 100% occupancy over the last 3-4 years with the luxury of a waiting list. The pandemic has seen many tenants transfer out of Moorview and into residential or nursing care and has limited our ability to attract new admissions. We anticipate that occupancy in Moorview will improve through 2022/23.

Community Services

Community Services have evolved significantly from our traditional method of engagement and service delivery prior to the pandemic.

Our CAST and volunteer services represent excellent value for money in terms of the numbers of people we support, and the social value and impact delivered when measured against the actual cost. With demand outstripping supply for community-based options such as homecare we recognise that there will be a corresponding increase in demand for community-based services. We are quickly becoming the front line rather than the safety net.

Partnership work with several local authorities and the delivery of specific assessment services has been a very positive feature of the work delivered in 2021 with continued emphasis on this area as we enter a new financial year.

Recruitment and Investment in the team has been challenging but a great deal has been achieved with some great talent being added to the service. This is very much seen as a springboard to our ambitions for 2022/23 with the Next Gen volunteer project gaining momentum and the My Voice project establishing a legacy format for future service delivery.

Delivery of services in South Manchester has received greater emphasis and this is set to continue with the Fed-Link project.

Workforce and Training

Our workforce has endured an extremely challenging and debilitating time through the pandemic and especially through the last Omicron wave. Our focus has been on a wellbeing approach with increased support for people's mental health and recognition for outstanding work.

Operationally it has been a challenge, especially with the requirement of mandatory vaccinations putting additional pressure on our teams and our ability to recruit.

Overall, we have experienced a great deal of success and have appointed to several key posts

Our overseas nurse recruitment programme remains positive and has supported us through some particularly difficult times. This has now been widened to incorporate senior care staff following a change in Government policy. This is still a more cost-efficient recruitment method than using a UK agency and retention is much better.

Our long-term ambition to be a Real Living Wage employer has become a reality in April 2022. Whilst this will add to our wage bill, it elevates the organisation to a position which speaks volumes about our values and aspirations to be a good employer.

We have become one of only twenty organisations in Bury to pay the Real Living Wage, something we should be immensely proud of. We hope that the recognition will also bring benefits in terms of recruitment and retention in a very competitive workforce market.

Capital Expenditure

Generally, the Village site is in a much healthier position than it was eleven years ago but the new developments we introduced are beginning to show signs of wear and tear. This will form the focus of the capital expenditure review for 2022/23.

Maintenance issues that will require attention include:

- Drainage solutions
- Window replacements
- Main roof repairs
- Kitchen flooring
- Storage and archiving
- Laundry equipment replacement

Information Technology

The management of IT and our Infrastructure remains a key area that we are seeking to improve. We were unable to make progress with this issue during 2021.

We will be seeking to appoint a digital lead for the organisation who can support our growing infrastructure and ambitions. The aim would be to recruit a suitable candidate in 2022.

As previously highlighted, we are forging ahead with the upgrade to the Wi-Fi infrastructure.

Finance

A continued decline in occupancy over the last five years particularly in terms of Local Authority funded placements has had a significant impact. The additional income from D2A services has been extremely welcome but there is always the risk of dependency and contracting with the NHS is always unpredictable.

There is unlikely to be any significant Covid-19 related funding in the next financial year.

Whilst we anticipate an improvement in occupancy for both Moorview and Heathlands, this will be accompanied by a significant increase in costs, certainly in respect of workforce wages and national insurance contributions. Additional indirect cost increases are inevitable with prices increasing for supplies, food and especially utilities.

To mitigate some of the risk around the cost of utilities being impacted by the conflict in Ukraine, the Charity entered into a new agreement for both gas and electricity that ensured the prices were secured for the medium term. This ensured that the Charity was not exposed to the escalating prices that other organisations are currently suffering.

Fundraising and Marketing

The team has enjoyed an extremely successful year despite the challenges.

The highlight in 2021 was clearly The F Word and the Not Alone poem which was a game changer in terms of communal fundraising, successfully utilising a medium previously not considered by other Jewish charities.

We continue to prioritise the Fed's image as a local charity supporting the local community and dependent upon the local community for funding.

An innovative approach has been taken to engagement on a different level, the podcast has enjoyed great success and the recent young donor events have been especially vibrant and engaging.

Operational Services

Our maintenance team has been exceptional over the last 12 months and has been extremely responsive and represents excellent value for money. The combination of in-house and external contractors remains the best solution for managing the Village site.

Alongside all the financial pressures, this area of operation also had to support the new challenges presented by Covid-19 in relation to infection control and a safe working environment.

Despite the challenges we have maintained our Health & Safety commitment with significant long-term work completed this financial year, including fire protection measures, door closures, lift smoke ventilation and redecoration of communal areas.

Our Priorities for 2022/2023

A Financially Strong and Safe organisation

- Improve occupancy levels across our Village services
- Continue to build on our fundraising and engagement strategy with donors
- Improve our income through new areas of service delivery and partnership
- Reduce waste, seek efficiencies, and empower budget holders to manage proactively
- Develop our digital strategy
- Develop and improve the auditing and management of risks at a Governance level

Buildings

- Completion of major roof works
- Sustain a high standard of maintenance and health and safety
- Replacement of windows and flooring in key areas
- Replacement and upgrade of furniture in shared communal areas
- Improve our Wi-Fi infrastructure and phone systems

Services

- Continue to develop opportunities and activities that enrich, enhance, and celebrate Jewish life
- Review our Village care services in line with changing demands
- Improve person-centred keyworker system across our care services
- Respond to changing demands for mental health care and services
- Develop our community services to reflect changing needs and demands
- Maintain our partnership work with local councils and the NHS
- Explore opportunities for innovative dementia services including day care

Standards

- Ensure we meet health and safety standards and reinforce individual responsibility
- Work towards a CQC rating of Outstanding for all registered services
- Maintain our OFSTED registration, quality rating and five-star food hygiene rating
- Ensure people are aware of the Fed's policies and procedures and these are fit for purpose
- Ensure all our services are Covid-19 safe for service users, volunteers, and our workforce

People & Workforce

- Improve employee recruitment, retention, and sickness levels
- Support our workforce to achieve more
- Involve the people we support in developing our services
- Reduce isolation and loneliness and focus our resources on those in greatest need
- Improve and sustain the health and well-being of the people we support, including our workforce and volunteers
- Introduce more effective digital solutions to manage and support our staff and services

Community

- Raise our profile through robust marketing and communication strategies and ensure we explore and utilise new technology and platforms as much as possible
- Provide advice and support to help keep vulnerable adults and children safe
- Explore opportunities in relation to changes affecting health and social care
- Develop our volunteering offer to build our next generation of Fed Volunteers
- Work in partnership with other communal organisations to respond to changing welfare needs, helping to develop safe, well governed, and responsive services
- Maintain our role as a key partner in the delivery of Greater Manchester wide commissioned health and care services

Trustees'/ Directors' Responsibilities in relation to the Financial Statements

The Trustees of the Charity (who are also the Directors of the Federation of Jewish Services for the purposes of company law) are responsible for preparing a Trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and that enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to Disclosure to our Auditors

In so far as the Trustees are aware at the time of approving our Trustees' annual report:

- There is no relevant information, being information needed by the auditor in connection with preparing their report, of which the auditor is unaware, and
- The Trustees, having made enquiries, have each taken all steps that he/she is obliged to take as a Trustee in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The Auditors, Royce Peeling Green Limited, Chartered Accountants, have expressed their willingness to continue in office and a resolution regarding their appointment and remuneration will be submitted to the Annual General Meeting.



By order of the Board of Trustees
Bernie Yaffe
Chairman

19th October 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF FEDERATION OF JEWISH SERVICES

Opinion

We have audited the financial statements of Federation of Jewish Services (the 'charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Company Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF FEDERATION OF JEWISH SERVICES

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report, which includes the directors' report, and the Financial Review prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Financial Review and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters in which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees responsibilities statement set out on page 6, the Trustees (who are also Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud, are detailed below:

At the planning stage of the audit we gain an understanding of the laws and regulations which apply to the group and how management seek to comply with them. This helps us to make appropriate risk assessments.

During the audit we focus on relevant risk areas and review compliance with laws and regulations through making relevant enquiries and corroboration by, for example, reviewing Trustee meeting minutes and other documentation.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF FEDERATION OF JEWISH SERVICES

We assess the risk of material misstatement in the financial statements including as a result of fraud and undertaken procedures including:

- I. Review of controls set in place by management
- II. Enquiry of management as to whether they consider fraud or other irregularities may have occurred or where such opportunity exist
- III. Challenge of management assumptions with regard to accounting estimates
- IV. Identification and testing of journal entries, particularly those which may appear to be unusual by size of nature.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements, or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we are less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely for the charitable company's members, as a body, and in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report or the opinions we have formed.

Royce Peeling Green Limited

Martin Chatten (Senior Statutory Auditor)

for and on behalf of Royce Peeling Green Limited,
Chartered Accountants and Statutory Auditor

The Copper Room
Deva City Office Park
Trinity Way
Manchester M3 7BG

Royce Peeling Green Limited is eligible for appointment as auditor of the Charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

21 October 2022

FEDERATION OF JEWISH SERVICES

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING CONSOLIDATED INCOME & EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022


	Notes	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income:					
Voluntary income	4	1,748,515	101,964	1,850,479	2,246,422
Income from charitable activities:	5				
Community care		213,718	-	213,718	87,458
Residential and nursing services		6,998,066	-	6,998,066	6,224,295
Independent living and supporting people		515,075	-	515,075	559,435
Exceptional income – Covid-19 grant funding		478,397	-	478,397	772,477
Exceptional income – HMRC CJRS		15,887	-	15,887	208,489
Income from other trading activities:					
Commercial trading operations		249,748	-	249,748	127,000
Investment income	6	21,532	-	21,532	21,235
TOTAL INCOME		10,240,938	101,964	10,342,902	10,246,811
Expenditure:					
Cost of raising funds:					
Fundraising team		(386,511)	-	(386,511)	(370,421)
Commercial trading operations		(176,217)	-	(176,217)	(67,396)
		(562,728)	-	(562,728)	(437,817)
Expenditure on charitable activities:	7				
Community care		(516,576)	(105,880)	(622,456)	(524,990)
Residential and nursing services		(8,033,423)	-	(8,033,423)	(7,817,046)
Independent living and supporting people		(334,279)	-	(334,279)	(394,868)
		(8,884,278)	(105,880)	(8,990,158)	(8,736,904)
Other expenditure:					
Refurbishments		(286,006)	-	(286,006)	(210,470)
Depreciation		(70,435)	-	(70,435)	(96,885)
TOTAL EXPENDITURE		(9,803,447)	(105,880)	(9,909,327)	(9,482,076)
Other recognised gains and losses:					
Revaluation of Investments		19,739	-	19,739	82,119
Profit on disposal of investments		13,552	-	13,552	17,446
		33,291	-	33,291	99,565
Net income/(expenditure) and net movement in funds for the year		470,782	(3,916)	466,866	864,300
Reconciliation of funds:					
Total funds brought forward		12,207,569	189,955	12,397,524	11,533,224
Total funds carried forward		12,678,351	186,039	12,864,390	12,397,524

FEDERATION OF JEWISH SERVICES

BALANCE SHEETS AS AT 31 MARCH 2022

	Note	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Fixed Assets					
Tangible Assets	15/16	10,532,317	10,602,752	9,082,317	9,152,752
Investments	17/18	1,003,094	703,961	1,003,094	703,961
Total Fixed Assets		<u>11,535,411</u>	<u>11,306,713</u>	<u>10,085,411</u>	<u>9,856,713</u>
Current Assets					
Stock	19	27,766	33,603	27,766	33,603
Debtors	20	325,155	582,812	466,413	577,649
Cash at bank and in hand		1,662,491	1,093,116	1,459,038	1,039,724
Total Current Assets		<u>2,015,412</u>	<u>1,709,531</u>	<u>1,953,217</u>	<u>1,650,976</u>
Liabilities					
Creditors falling due within one year	21	(686,433)	(607,042)	(681,853)	(601,824)
Net Current Assets		<u>1,328,979</u>	<u>1,102,489</u>	<u>1,271,364</u>	<u>1,049,152</u>
Total Assets Less Current Liabilities		12,864,390	12,409,202	11,356,775	10,905,865
Creditors falling due after more than one year	22	-	(11,678)	-	(11,678)
Net Assets		<u>12,864,390</u>	<u>12,397,524</u>	<u>11,356,775</u>	<u>10,894,187</u>
The Funds of the Charity					
Unrestricted income funds		2,178,351	1,707,569	2,120,736	1,654,232
Restricted income funds	23	186,039	189,955	186,039	189,955
Revaluation reserve	23	657,177	657,177	-	-
Designated fund	23	9,842,823	9,842,823	9,050,000	9,050,000
Total Charity Funds		<u>12,864,390</u>	<u>12,397,524</u>	<u>11,356,775</u>	<u>10,894,187</u>

Approved by the Trustees and signed on their behalf on 19th October 2022 by:



David Eventhall

Trustee

Company registration number 5858766 (England and Wales)

As permitted by section 408 Companies Act 2006 these financial statements do not include a separate profit and loss account for the parent company. The parent company's surplus for the year was £462,588 (2021: £874,008 surplus).

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR YEAR ENDING 31 MARCH 2022

	Note	2022 £	2021 £
Net cash flow from operating activities	24	1,099,691	1,071,906
Cash flow from investing activities:			
Interest received		-	-
Dividends received		21,532	21,235
Purchase of tangible fixed assets	16	-	(3,627)
Other CAPEX expensed		(286,006)	(210,470)
Purchase of investments	17	(395,120)	(265,612)
Sales of investments	17	129,278	248,367
Net cash used by investing activities		(530,316)	(210,107)
Change in cash and cash equivalent in the year		569,375	861,799
Cash and cash equivalents at start of year		1,093,116	231,317
Cash and cash equivalents at end of year		1,662,491	1,093,116

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. Federation of Jewish Services meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Preparation of the accounts on a going concern basis

The Charity reported a cash inflow of £569,375 on a group basis in the year. Our cash and realisable investments totalled £2,665,585 as at 31 March 2022. In addition to our income from charitable and trading activities, we rely on income from donors and the work of our fundraising team. Dividend income arises from investments managed by Close Brothers.

As a consequence of the wide-ranging impact of Covid-19, the Trustees and Directors have had to review and adapt plans for the Charity to deal with the ongoing crisis facing us all. This has included reviewing financial forecasts in light of reduced occupancy levels, some additional costs and the funding which has been received from various sources to support our operations. Our current financial position is satisfactory and better than had been forecast, hence the accounts have been prepared on a going concern basis in the expectation that the Charity will continue to generate sufficient income to support its many charitable activities.

c) Group financial statements

The financial statements consolidate the results of the Charity and its wholly owned subsidiary Heathlands Housing Association on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the Charity has not been presented because the Charity has taken advantage of the exemption afforded by section 408 of the Companies Act 2006. A summary SOFA is set in Note 3.

d) Donations and grants

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the Charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the Charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use have been met.
- When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised in these accounts.

e) Investment assets and income

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year. Dividends receivable are included in income and expenditure when they are declared. Interest on long term deposits is apportioned to the period in which the interest accrued. Donated investments are valued at mid-market values unless there are restrictions on those shares. Under such conditions, shares are reviewed and valued by the Trustees and discounted to reflect a fair value for those shares.

f) Income

All income in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

g) Legacies

Legacies are recognised in the year in which receipt becomes certain. The legacy will be credited to the general fund unless the will or bequest contains a specific restriction in which case the legacy will be dealt with as a restricted fund or endowment.

h) Shop trading income

Turnover comprises revenue recognised by the group in respect of goods and services supplied, exclusive of Value Added Tax and trade discounts.

i) Income from residents

Lump sum contributions received from individual residents to provide for their maintenance are credited to income so as to match the costs of providing care.

j) Local authority social work contracts

The group carries out social work under specific local authority contracts and as such the application of income from these contracts is ring fenced to support the social work activity detailed in the contract.

k) Expenditure and irrevocable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of running the fundraising department
- Expenditure on charitable activities includes the costs of community projects undertaken to further the purposes of the Charity and their associated support costs
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

l) Pension contributions

The group operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the group. The annual contributions payable are charged to the Statement of Financial Activities as incurred.

m) Tangible fixed assets and depreciation

Tangible fixed assets held for the group's use are included in the balance sheet at cost except for land and buildings which are at market value and are reviewed for any impairment annually. Depreciation is calculated to allocate the cost, less estimated residual value, of other tangible fixed assets over their expected useful lives.

Rates applicable are:

Equipment and Computers	20% & 33.3% straight line
Fixtures and Fittings	20% straight line
Motor Vehicles	20% straight line

n) Stocks

Stocks are stated at the lower of cost and net realisable value.

o) Taxation

No corporation tax is due on profits arising from charitable activities.

p) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Charity's work or for particular projects being undertaken by the Charity. Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of the Charity. The only designated fund is the fixed asset fund which represents the value of the unrestricted tangible fixed assets (see note 23).

q) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

r) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

s) Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

t) Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal status

The Charity is a company limited by guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

3. Financial performance

The consolidated statement of financial activities includes the results of the Charity's wholly owned subsidiary which operates as a supported living provider.

The summary financial performance of the Charity alone is:

	2022	2021
	£	£
Income	10,163,186	10,035,199
Expenditure on charitable activities	(8,814,720)	(8,515,584)
Cost of raising funds	(386,511)	(370,421)
Commercial trading operations	(176,217)	(67,396)
Refurbishments	(286,006)	(210,470)
	<u>(9,663,454)</u>	<u>(9,163,871)</u>
Revaluation of Investments	19,739	82,119
Impairment depreciation	-	-
Depreciation	(70,435)	(96,885)
Provisions	-	-
Profit/(loss) on disposal of assets	-	17,446
Profit/(loss) on disposal of investments	13,552	-
	<u>11,356,775</u>	<u>10,894,187</u>
Net Income	462,588	874,008
Total funds brought forward	10,894,187	10,020,179
Total funds carried forward	<u>11,356,775</u>	<u>10,894,187</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

4. Voluntary income

	2022	2021
	£	£
Donations gifts and events	1,662,532	1,409,724
Legacies	100,768	49,064
Income from capital appeal	38,415	64,554
Jewish Homes Emergency Appeal	48,763	723,080
	<u>1,850,478</u>	<u>2,246,422</u>

The Group benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in our annual report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

5. Income from charitable activities

	Restricted Funds	Unrestricted Funds	2022 Total Funds	2021 Total Funds
	£	£	£	£
Residential and nursing services	-	6,998,066	6,998,066	6,224,295
Independent living and supporting people	-	515,075	515,075	559,435
Exceptional Income – Covid-19 grant funding	-	478,397	478,397	772,477
Exceptional Income – HMRC CJRS	-	15,887	15,887	208,489
Community care:				
Children's centre	-	58,201	58,201	46,690
Volunteers project	-	25,076	25,076	19,300
CAST	-	49,521	49,521	734
Play schemes	-	32,069	32,069	20,734
Mental health and other projects	-	48,851	48,851	-
	<u>-</u>	<u>8,221,143</u>	<u>8,291,185</u>	<u>7,852,154</u>

6. Investment income

The group's investment income of £21,532 (2021: £21,235) arises from dividends and similar income from investments held with Close Brothers and monies on deposit.

FEDERATION OF JEWISH SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

7. Analysis of expenditure on charitable activities

	2022	2021
	Total Funds	Total Funds
	£	£
Residential and nursing services	8,033,423	7,817,046
Independent living and supporting people	334,279	394,868
Community care:		
Children's centre	26,569	13,175
Volunteers project	149,598	180,113
CAST	346,842	314,931
Play schemes	19,346	15,800
Mental health and other projects	80,101	971
	<u>8,990,158</u>	<u>8,736,904</u>

8. Summary analysis of expenditure and related income for charitable activities

This table shows the cost of the three main charitable activities and the source of income directly to support those activities.

	Residential & nursing services	Independent Living	Community Care	Total
	£	£	£	£
Costs	8,033,423	334,279	622,456	8,990,158
Grants, fees and voluntary income	6,998,066	515,075	213,728	7,726,869
Exceptional income	494,284	-	-	494,284
Net (income)/cost funded from other income	<u>541,073</u>	<u>(180,796)</u>	<u>408,728</u>	<u>769,005</u>

9. Net income/(expenditure) for the year

	2022	2021
	£	£
Stated after charging:		
Operating leases – property	25,267	21,643
Operating leases – equipment	11,816	13,148
Depreciation	70,435	96,885
Auditor's remuneration:		
Audit fees	19,912	20,824
Accountancy services	<u>2,000</u>	<u>2,000</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

10. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

	2022	2021
	£	£
Salaries and wages	6,067,061	6,146,347
Social security costs	432,068	429,722
Pension costs	173,054	182,542
	<u>6,672,183</u>	<u>6,758,611</u>

Two employees had employee benefits in excess of £60,000 (2021: five), three between £70,001 and £80,000 (2021: none), none between £80,001 and £90,000 (2021: none), none between £90,001 and £100,000 (2021: one) and one between £100,001 and £110,000 (2021: none).

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted funds.

The Trustees were not paid nor received any other benefits from employment with the group or its subsidiaries in the year (2021: £nil) neither were they reimbursed expenses during the year (2021: £nil). No Trustee received payment for professional or other services supplied to the Charity (2021: £nil).

The key management personnel of the group, comprise of the Trustees, the Chief Executive Officer, Community Services Director, Finance Director, Operations Director, Clinical Services Director and Fundraising/Marketing Director of the Federation of Jewish Services.

The total employee benefits of the key management personnel of the Charity were £458,796 (2021: £424,829).

11. Analysis of governance costs

The Charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. As stated above the Charity trustees receive no remuneration or fees. The Trustees consider that governance costs have been incurred in respect of audit, accountancy and professional fees.

	2022	2021
	£	£
Professional fees	16,857	7,732
Audit fees	19,912	20,824
Accountancy fees	2,000	2,000
	<u>38,769</u>	<u>30,556</u>

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

12. Staff numbers

The average monthly head count was 342 (2021: 380) and the average monthly number of employees (including casual and part time staff) during the year were as follows:

	2022 Number	2021 Number
Nursing and Caring Services	179	208
Catering Services	40	47
Laundry Services	7	7
Maintenance, FMS & Housekeeping	47	45
Customer Services	9	9
Community Projects	28	31
Religious Amenities	2	3
Management & Administration	30	30
	342	380

13. Related party transactions

During the year, the Charity received donations from the Trustees and connected parties amounting to £184,784 (2021: £129,508).

14. Corporation tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objectives.

15. Tangible fixed assets

Company	Property	Equipment	Fixtures & Fittings	Motor Vehicles	Total
Cost or valuation	£	£	£	£	£
At 31 March 2021	9,050,000	1,417,894	1,108,713	66,184	11,642,791
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
	9,050,000	1,417,894	1,108,713	66,184	11,642,791
Accumulated depreciation					
At 31 March 2021	-	1,358,167	1,074,007	57,865	2,490,039
Charge for the period	-	42,059	20,697	7,679	70,435
Disposals	-	-	-	-	-
	-	1,400,226	1,094,704	65,544	2,560,474
Net book value					
At 31 March 2022	9,050,000	17,668	14,009	640	9,082,317
At 31 March 2021	9,050,000	59,727	34,706	8,319	9,152,752

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

16. Tangible fixed assets - Group

Group	Property	Equipment	Fixtures & Fittings	Motor Vehicles	Total
Cost or valuation	£	£	£	£	£
At 31 March 2021	10,500,000	1,423,134	1,181,302	66,184	13,170,620
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2022	<u>10,500,000</u>	<u>1,423,134</u>	<u>1,181,302</u>	<u>66,184</u>	<u>13,170,620</u>
Accumulated depreciation					
At 31 March 2021	-	1,363,407	1,146,596	57,865	2,567,868
Charge for the period	-	42,059	20,697	7,679	70,435
Disposals	-	-	-	-	-
At 31 March 2022	<u>-</u>	<u>1,405,466</u>	<u>1,167,293</u>	<u>65,544</u>	<u>2,638,303</u>
Net book value					
At 31 March 2022	<u>10,500,000</u>	<u>17,668</u>	<u>14,009</u>	<u>640</u>	<u>10,532,317</u>
At 31 March 2021	<u>10,500,000</u>	<u>59,727</u>	<u>34,706</u>	<u>8,319</u>	<u>10,602,752</u>

The group's property assets were valued in July 2015 by Thomson Associates, Chartered Surveyors on an Existing Use Basis (in accordance with the RICS Appraisal and Valuation Manual-Appendix A) at £10,500,000 (company £9,050,000). The directors consider this valuation to be appropriate at this balance sheet date. As a consequence, all subsequent expenditure on land and buildings has been categorised as refurbishments and no depreciation charged in the year. Consequently, the historic costs associated with revalued buildings have not been disclosed as this information is not considered to be meaningful.

Included above are assets held under finance leases with carrying amount of £Nil (2021: £10,013) on which depreciation was charged during the year of £10,013 (2021: £13,345).

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

17. Investments

Group and Company	Quoted Investments £	Cash Deposits £	Total £
Market value at 1 April 2021	676,347	27,614	703,961
Additions/deposits	225,779	169,341	395,120
Disposal proceeds/withdrawals	(129,278)	-	(129,278)
Unrealised investment gains/(losses)	19,739	-	19,739
Realised investment gains/(losses)	13,552	-	13,552
Market value at 31 March 2022	806,139	196,955	1,003,094
Historic cost at 31 March 2022	731,888	196,955	928,843
Quoted investments comprise the following:			
		2022 £	2021 £
Fixed interest investments		154,283	191,872
UK & Overseas Equities		447,911	457,350
Other Investments		400,900	54,739
		1,003,094	703,961

The investments below individually make up more than 5% by value of the investment portfolio at 31 March 2022.

	Units	£
ASI Europe EX UK Income Equity	50,000	53,050
JP Morgan US Equity Income C	12,500	55,438
Royal London Short Duration GBL High Yield BD Z Inc.	75,000	59,115
Schroder US Equity Income Maximiser Q	100,000	69,490

18. Fixed asset investments

The company holds 100% of the ordinary share capital of the following companies, all of which are registered and incorporated in England and Wales, of which the aggregate of capital and reserves at 31 March 2022 and the results for the last relevant financial year were as follows:

Subsidiary undertakings	Principal activity	Capital and reserves £	Surplus for the year £
Heathlands Housing Association Ltd	Supported living provider	1,507,615	3,499

FEDERATION OF JEWISH SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

19. Stock

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Consumables stores	27,766	33,603	27,766	33,603

20. Debtors

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Other debtors	9,718	10,696	152,076	6,708
Prepayments and accrued income	315,437	572,116	314,337	570,941
	325,155	582,812	466,413	577,649

21. Creditors: amounts falling due within one year

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Trade creditors	242,257	250,940	242,257	250,940
Other creditors	62,682	101,538	62,682	101,538
Accruals	381,494	254,564	376,914	249,346
	686,433	607,042	681,853	601,824

22. Creditors: amounts falling due after more than one year

	Group 2022	Group 2021	Charity 2022	Charity 2021
	£	£	£	£
Accruals	-	-	-	-
Other creditors	-	11,678	-	11,678
	-	11,678	-	11,678

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

23. Analysis of net assets between funds

	Tangible Fixed Assets	Investments	Cash and other Net Assets	Total
	£	£	£	£
Unrestricted funds	32,317	1,003,094	1,142,940	2,178,351
Designated funds	9,842,823	-	-	9,842,823
Revaluation reserve	657,177	-	-	657,177
Restricted funds	-	-	186,039	186,039
Total funds 31 March 2022	<u>10,532,317</u>	<u>1,003,094</u>	<u>1,328,979</u>	<u>12,864,390</u>
Total funds 31 March 2021	<u>10,602,752</u>	<u>703,961</u>	<u>1,090,811</u>	<u>12,397,524</u>

Designated funds represent funds which are unrestricted, but the Trustees have designated them for a specific purpose to further the objectives of the Charity. The only designated fund is the fixed asset fund which represents the value of the unrestricted tangible fixed assets.

The revaluation reserve represents the difference between the historic cost of fixed assets, namely the Charity's property, and their revalued amount held on the balance sheet.

Restricted funds arise from the provision of funding or donations for specific projects. Transfers between funds either represent the fulfilment of restrictions or contributions to certain projects from the Charity's unrestricted funds. There were in excess of 40 such projects during the year. Whilst all donations and projects are significant to the Charity the only project with a material value of unspent funds at the year end was My Voice project with £16,963 (2021: £49,673) and the capital appeal with £54,555 (2021: £54,555).

24. Reconciliation of movement in funds to cash flow from operating activities

	2022 £	2021 £
Net movement in funds	466,866	864,300
Add back refurbishment costs expensed	286,006	210,470
Add back depreciation charge	70,435	96,885
Add back/deduct investment revaluation (gain)/loss	(19,739)	(82,119)
Add back/deduct (profit)/loss on sale of investments	(13,552)	(17,446)
Deduct Interest Income shown in investing activities	(21,532)	(21,235)
Decrease/(Increase) in stock	5,837	(4,482)
Decrease/(Increase) in debtors	257,657	74,675
Increase/(decrease) in creditors	67,713	(49,142)
	<u>1,099,691</u>	<u>1,071,906</u>

The group has no debt. Therefore, the net funds comprise cash at bank and in hand.

NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2022

25. Operating lease commitments

At the reporting end date the group and parent company had outstanding commitments for future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Within one year	29,356	37,082	29,356	37,082
Between one and five years	31,703	61,058	31,703	61,058
After five years	-	-	-	-
	<u>61,059</u>	<u>98,141</u>	<u>61,059</u>	<u>98,141</u>